Garner Health

Strategy & Operations Manager

Hiring manager round

45 minutes · Video call · Date not fixed yet

Questions and short answers

Made for **Colleen M.** on Nov 9, 2026

16 answers

This is a sample. Colleen is a fictional candidate with a made-up resume and made-up employers. Garner Health and the role are real, and the research was done on Nov 9, 2026.

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Questions and your answers

Spoken answers built from your resume and notes. Each has a short version and the follow-ups to expect. This sample shows all 16 of its answers.

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Q01

About 100 seconds

Walk me through your path from Corbin & Vail's healthcare practice into strategy and ops at Mabry, and what from that you'd bring to this team on day one.

Key points

- I run planning and built the KPI tree at Mabry.
- I left consulting because I wanted to own an outcome myself.
- On day one I bring a planning rhythm I've already run.

Short version, about 40 seconds

I'm Manager of Strategy and Operations at Mabry Health, where I've been since April 2023. I run annual and quarterly planning, I built the KPI tree leadership reviews every month, and I led the onboarding redesign that took launches from 74 days to 41.

Before that I spent nearly four years in Corbin & Vail's healthcare practice. I left to own an outcome myself. Now Mabry's focus is on costs, and I want growth work. On day one I'd bring a planning and KPI rhythm I've already run in this market.

Likely follow-ups

- **Why did you leave consulting?**
  I wanted to own an outcome myself. At Mabry I run planning and I see whether the numbers move.
- **What was your part in the onboarding redesign?**
  I led the redesign, and the implementation team ran the 18 launches. The 74 to 41 days comes from our onboarding dashboard.
- **What did managing two analysts involve?**
  Say how you split the work, how you reviewed it, and one thing an analyst grew into.

Q02

About 70 seconds

You're already at a navigation company. Why Garner specifically, and why now, right after the Series E?

Key points

- Paying members back gives them a reason to use Garner.
- This role centers on KPIs and planning, my core work.
- Mabry's work moved to costs, and I want to work on growth.

Short version, about 35 seconds

My career has been about getting members to better care, and I want to do that where it's been shown to work at scale. Paying members back for choosing a top-ranked doctor gives them a clear reason to use the product.

I also like that this role centers on KPIs and planning, the work I do now. As for timing, my work at Mabry has moved to costs, and I want to work on growth again.

Likely follow-ups

- **Why not help Mabry through the cost work?**
  I've done that work and I'll leave it in good order. I want my next few years to be on growth.

- **How would you handle joining a company in the same market?**
  I'll keep Mabry's confidential details private. What I bring is how I work and what I've seen about steering members in general.

- **What would you want to learn first here?**
  Which company numbers leadership watches most closely, and how planning runs today.

Q03

About 70 seconds

You run annual and quarterly planning at Mabry. Walk me through the cycle: who owns what, what the outputs are, and where it tends to break.

Key points

- I run the calendar, the templates and the company roll-up.
- The KPI tree links the plan to the monthly review.
- It breaks at the hand-off, and when nobody resets.

Short version, about 35 seconds

I run the process: the calendar, the templates and the roll-up into one company plan. Each leader owns their targets, and the leadership team makes the final calls. The annual cycle sets company goals, the quarterly cycle turns them into team plans, and the KPI tree I built links them to the monthly review.

It tends to break at the hand-off from annual to quarterly, and when a team misses and nobody resets. One owner and one measure per goal handles both.

Likely follow-ups

- **Tell me about a quarter where planning broke.**
  Say which quarter, what slipped, what you changed in the process, and what happened the next quarter.
- **How long does the annual cycle take, and who signs off?**
  Give the real weeks from kickoff to sign-off, and name the role that approves the final plan.
- **How would this change at a company growing as fast as Garner?**
  I'd expect the quarterly reset to matter more, because targets set a year ahead go stale faster when the business doubles.

Q04

About 50 seconds

Tell me about an operational process you designed and got deployed. What did you own, and what did the other teams own?

Key points

- I led the onboarding redesign, and implementation ran the launches.
- Signed contract to first visit fell from 74 to 41 days.
- That covered 18 employer launches in 2025, from our dashboard.

Short version, about 20 seconds

I led the redesign of employer onboarding at Mabry. I owned the design, the plan and tracking the result, and the implementation team ran the launches. Across 18 launches in 2025, time from signed contract to first member visit fell from 74 days to 41, per our onboarding dashboard.

Likely follow-ups

- **What did you change in the process?**
  Name the two or three biggest changes and the step that lost the most days before.

- **How do you know the redesign caused the drop?**
  The figure is from the onboarding dashboard. Say what else changed in 2025, if anything, and why the redesign drove most of it.

- **How did you get the implementation team on board?**
  Say who you worked with, how you agreed the changes, and one thing you changed after their feedback.

Q05

About 90 seconds

You built the KPI tree Mabry's leadership reviews monthly. If you built one for Garner, what's the top-line metric, and what sit in the first two layers under it?

Key points

- Revenue on top, with savings against target right under it.
- Layer one: members covered, revenue per member, cost to serve.
- Each box needs one owner and has to move monthly.

Short version, about 30 seconds

My guess from the outside: gross annual recurring revenue on top, with savings against target right under it, since fees are tied to that target. The first layer is members covered, revenue per member, and cost to serve. Under savings sit the share of eligible members using Garner, the share of visits to Top Providers, and incentive paid per visit. Each box needs one owner and has to move within a month.

Likely follow-ups

- **Why put revenue at the top over savings?**
  Revenue is the number the company reports, and savings is what employers buy, so I keep it right under. If leadership runs the business on savings, I'd swap them.

- **What's your leading indicator?**
  Engagement in the first months after an employer launches, because it shows early whether the savings will come.

- **How do you stop the tree getting too big?**
  Two layers for the monthly review, and anything deeper lives with the team that owns it.

Q06

About 35 seconds

When you built the Texas and Georgia expansion model or the claims analyses, how hands-on were you in the data? What tools were you working in?

Key points

- I built the Texas and Georgia model myself.
- I built the claims analysis behind a client's steering change.
- I work in SQL, Excel, Looker and Tableau.

Short version, about 25 seconds

I'm hands-on. I built the Texas and Georgia expansion model myself, and leadership approved Texas and paused Georgia. In consulting I built the claims analysis that found 11% of a client's specialty spend went to three high-cost sites, and the client changed its steering program. I work in SQL, Excel, Looker and Tableau.

Likely follow-ups

- **Which tool did you use for the expansion model?**
  Name the tool for each step: where the data came from, where you built the model, and how you showed it to leadership.
- **How did you calculate the 11%?**
  Say which claims you included, how you defined specialty spend, and how you picked out the three sites.
- **What did the client change in its steering program?**
  Say what the change was in one sentence, and what your analysis showed that led to it.

Q07

About 80 seconds

We've doubled every year and we're working with nearly 800 employers. As we keep scaling, which internal process do you think breaks first, and how would you improve it?

Key points

- My guess is employer implementation breaks first.
- Measure contract to first member use, split by step.
- At Mabry, onboarding fell from 74 days to 41.

Short version, about 30 seconds

My guess is employer implementation, from signed contract to members using Garner, since launches double as the business does. I'd measure the time for each launch, split it by step and employer size, map the longest waits with the implementation team, and build a standard path for most employers. At Mabry I led a redesign like this, and time to first member visit fell from 74 days to 41.

Likely follow-ups

- **What if it isn't implementation?**
  Then I'd run the same four steps on the process you name. My second guess would be member support, since volume grows with every new employer.

- **How would you avoid slowing the implementation team down?**
  I'd start from the data they already track and ask for an hour to map the steps, then come back with a draft.

- **Which employers keep a custom path?**
  The largest or most complex ones, which I'd define with the team from the data on which launches ran longest.

Q08

About 100 seconds

Say implementation starts missing go-live dates as new employer volume grows. Leadership wants a diagnosis and a plan in a week. How do you structure it before you touch any data?

Key points

- First agree what counts as late, and since when.
- Four causes: volume, employer mix, hand-offs, team ramp-up.
- The readout gives the cause, the fixes, owners and one measure.

Short version, about 30 seconds

I'd first agree what counts as late and since when. Then I'd split the causes into volume, employer mix, process hand-offs and team ramp-up, and write down what each would look like if true. That tells me what data to pull and which late launches to review. Days two to four are data and reviews, and day five is a readout with the cause, fixes, owners and one weekly measure.

Likely follow-ups

- **What if the data points to all four causes?**
  I'd size each one by days lost and start with the biggest one a single team can fix.
- **What would you tell leadership on day one?**
  The structure, the four groups of causes, and the date they'll get the answer.
- **How do you keep the implementation team on side?**
  I'd bring their leads into the launch reviews and share the draft with them before leadership sees it.

Q09

About 60 seconds

What would you want to have learned, owned and delivered by day 30, 60 and 90 here?

Key points

- **By day 30 I learn the numbers, the planning and the people.**
- **By day 60 I own one piece, like the KPI review.**
- **By day 90 my first project has a result leadership can use.**

Short version, about 25 seconds

By day 30 I'd know the company numbers leadership watches, how planning runs, and who owns what, and I'd ask you what to own first. By day 60 I'd own one piece, like the monthly KPI review, and be well into a first project. By day 90 that project would have a result leadership can act on.

Likely follow-ups

- **What if we put you straight onto a project in week one?**
  I'd take it. I'd learn the KPIs and planning alongside it and still aim for a result by day 90.
- **How would you know you're on track at day 30?**
  I could explain the top company numbers, what moves them and who owns each, without notes.
- **Which project would you pick first?**
  Whichever one leadership ranks highest. If you asked me, I'd look at implementation time as new employer volume grows.

Q10

About 80 seconds

If leadership asked you to move member engagement, the share of eligible members using Garner, how would you break that problem down and decide where to start?

Key points

- Map the path from eligible member to rewarded visit.
- Split by employer, time since launch, plan type and region.
- Start with the biggest gap that one team can own.

Short version, about 30 seconds

I'd map the path from eligible member to sign-up, search, choosing a Top Provider, the visit and the money back. Then I'd split it by employer, time since launch, plan type and region. I'd rank the gaps by members affected, savings behind them, and whether one team can fix them, and test the first fix with a group of employers. My first guess is the months right after launch.

Likely follow-ups

- **What data would you need?**
  Member activity at each step, joined to employer, launch date and plan type.

- **What if the biggest gap is sign-up?**
  Then I'd look at how employers introduce Garner to their staff, and test changes with a few employers first.

- **How would you know a change worked?**
  Engagement in the test group rises against similar employers, and the share of visits to Top Providers rises with it.

Q11

About 60 seconds

The posting talks about using AI to scale impact faster. Give me one internal operating process where you'd apply it, and how you'd know it worked.

Key points

- I'd start with member-support escalation triage.
- AI sorts and summarizes cases, and a person checks a sample.
- I'd measure time to first action, backlog and reopened cases.

Short version, about 25 seconds

I'd use it on member-support escalation triage, which I ran at Mabry when I took over 1,900 open cases. AI would sort each case by type and urgency and summarize it, a person would check a sample weekly, and the meeting would focus on decisions. I'd track time to first action, the backlog and reopened cases.

Likely follow-ups

- **What's the risk?**
  A wrong sort on an urgent clinical case. I'd send anything flagged clinical straight to a person and check the sample weekly.
- **How did you count the open cases at Mabry?**
  Say how open cases were counted, and what else changed in those eight weeks, such as staffing or closing old cases.
- **Where else would you apply it?**
  The monthly KPI pack: a first draft of the commentary, checked by the owner of each number.

Q12

About 40 seconds

You're relatively new to the Manager title at Mabry. Why leave now?

Key points

- I was promoted to Manager in January 2025.
- Mabry's focus moved to costs, and I want growth work.
- Garner's growing fast, and that's the planning work I want.

Short version, about 20 seconds

I've been Manager since January 2025, running planning and the KPI tree. Mabry's focus has moved to costs, and my work has moved with it. I want to work on growth, and Garner's pace fits the planning and KPI work I do.

Likely follow-ups

- **Is Mabry in trouble?**
  I'd leave Mabry to speak for itself. My role has shifted to cost work, and I want growth work.

- **Would you stay if Mabry turned back to growth?**
  I'm drawn to Garner for its own reasons too: the incentive model, and a role built around KPIs and planning.

- **Isn't it early to leave a new title?**
  I've held it since January 2025 and I'll leave the work in good order. The move is about the kind of work, and Garner fits it.

Q13

About 70 seconds

You don't have direct reports at Mabry. How do you get clinical, ops or finance leads to change how they work when they don't report to you?

Key points

- I have no direct reports at Mabry, but I managed two analysts.
- A weekly triage got 1,900 open cases under 300.
- One shared number, a steady rhythm, and the leads make calls.

Short version, about 30 seconds

I don't have direct reports at Mabry, and I managed two analysts in consulting. At Mabry I took over 1,900 open escalations and set up a weekly triage with the clinical and operations leads. Eight weeks later we were under 300. I agree one shared number, keep a steady rhythm, and let the leads make the calls. Here I'd meet the leads early and agree who owns what.

Likely follow-ups

- **How did you measure the drop in open cases?**
  Say how open cases were counted, and what else changed in those eight weeks, such as staffing or closing old cases.

- **Who pushed back in the triage, and why?**
  Name the role, what they were worried about, and what you changed to bring them in.

- **What did managing the two analysts involve?**
  Say how you split the work, how you reviewed it, and one thing an analyst grew into.

Q14

About 50 seconds

Mabry sells into the same employer-benefits market we do. What did a hard renewal season teach you about what employers push back on?

Key points

- **I'll keep Mabry's accounts private and share the lessons.**
- **Employers judge value early, in their own numbers.**
- **I'd put early employer signals on the KPI tree.**

Short version, about 20 seconds

I'll keep Mabry's accounts private. What I took from it is that employers judge value in their own numbers, and early, so the renewal story starts at launch. Here I'd put early signals for each employer on the KPI tree, so the teams who own employers see risk well before renewal.

Likely follow-ups

- **Give me an example.**
  Keep it anonymous: one type of employer, the objection they raised, and what the team changed, with no names or figures.

- **What did Mabry change after the season?**
  Keep it general: the company moved its focus to costs. Then steer back to what you'd do here.

- **How does our savings target change that conversation?**
  It gives the employer one agreed measure, so I'd make sure planning tracks progress against it from launch.

Q15

About 50 seconds

Tell me about a time you got real push-back from someone on your team or a stakeholder on a recommendation. How did you handle it?

Key points

- I ran a six-week review and recommended switching vendors.
- I test each concern against the data.
- Finance estimates the switch saves about $310,000 a year.

Short version, about 25 seconds

At Mabry I ran a six-week review of two claims-data vendors and recommended a switch. That touched every team using the data. I treat push-back as a question the analysis should answer: I check the concern against the data, then change the recommendation or show why it holds. The finance team estimates the switch saves about $310,000 a year.

Likely follow-ups

- **Who pushed back, and what was their concern?**
  Name the person's role, what they worried about, what you checked, and where you landed.
- **Is the $310,000 your number?**
  It's the finance team's estimate. I ran the review and made the recommendation.
- **Tell me about a decision that went another way.**
  Use the Texas and Georgia model: you built it, and leadership approved Texas and paused Georgia. Say what you recommended and how you supported the decision.

Q16

About 45 seconds

We say this environment is demanding by design. Tell me about the stretch where the bar was highest for you. What did you deliver, and what did it cost?

Key points

- I took over 1,900 open escalations at Mabry.
- A weekly triage with clinical and ops got us under 300.
- It cost eight weeks of weekly triage on top of normal work.

Short version, about 30 seconds

The highest bar was taking over member-support escalations at Mabry, with 1,900 open cases. I set up a weekly triage with the clinical and operations leads, and eight weeks later we were under 300. The cost was eight weeks of a fixed weekly meeting on top of everyone's normal work. A high bar holds for me with a steady weekly rhythm and one shared number.

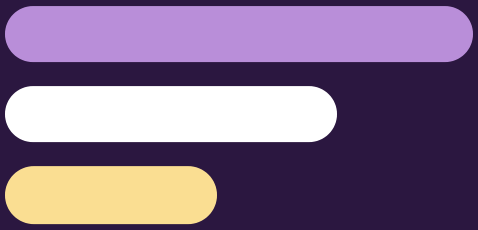
Likely follow-ups

- **What did you set aside?**
  Name one piece of work that slipped and how you agreed it with your manager.

- **How did you count the open cases?**
  Say how open cases were counted, and what else changed in those weeks, such as staffing or closing old cases.

- **How do you keep a hard pace sustainable?**
  A steady weekly rhythm and clear priorities, so the hard weeks have an end date.

The Panel Brief



Made for **Colleen M.**, a fictional candidate, on Nov 9, 2026.

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